A STUDY OF EMOTIONAL INTELLIGENCE AND ORGANISATIONALEFFECTIVENESS IN ENGINEERING PRODUCT COMPANIES

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Certificate

I hereby declare that the short synopsis "A study of emotional intelligence and organisational effectiveness in engineering product companies" being submitted in partial fulfillment of the requirement for the degree of Doctor of Philosophy in Management under the Faculty of Management Studies of Manav Rachna International Institute of Research & Studies, Faridabad during the academic year 2022-2023.

It is a bona fide record of original work carried out under the supervision of Dr. Sanjay Srivastava and Dr. Anindita Chatterjee Rao and has not been submitted in full or part to any other university or institute for degree or diploma. Further, it is certified that short synopsis is plagiarism free, and proof has been submitted.

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ABSTRACT

The world has witnessed unprecedented changes in the past few years, especially during and after the COVID pandemic. This changing scenario is quite challenging and novel for organizations. According to previous studies, emotional intelligence (EI) contributes to highly engaged and devoted employees. It paves way for sustainable business development through organisational effectiveness. It is proclaimed that EI has enormous benefits when used to its full potential.

Theoretically, this requires employees to rise to their potential and manage emerging scenarios with emotions, empathy, logic, and concern. Engineering product companies are technology-oriented companies which develop products used in the engineering field or solutions. The nature of change faced by these companies is unique and different. The exceptional changes are major challenges due to rigorous upgradation in technologies in face of development in a business environment. The leaders and employees must possess sound behavioral qualities to manage the teams and match the pace of development. Employees of such companies have a technical academic background whereas they must develop managerial, behavioral aspects in the organisation's effectiveness.

This empirical study aims to study the factors influencing the business environment of engineering product companies and to evaluate the emotional intelligence role on the organisational effectiveness on such companies. This research would be done on a sample size of 350employees working across various companies. The data will be collected through the questionnaire and interview schedules. Analysis of the collected data will be done through SPSS using several statistical tests. These findings will help in endorsing the rationality of combining EI intervention with the employees of companies dealing in engineering products.

Even though EI is regarded as a crucial element in organisational effectiveness, among the subject literature there is a scarcity of secondary studies in the field of engineering product companies.

Keywords: Emotional Intelligence, Organisational Effectiveness, Engineering product companies

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1. Introduction

1.1 Emotional intelligence

The part and parcel of social intelligence that comprises the capability to monitor own as well as others' emotions and feelings, differentiate between them, and use such experience to direct personal thoughts and behaviours is considered as Emotional Intelligence (EI). The concept of manpower management has experienced considerable expansion during the past two decades as a field of practice. Significant challenges lie in wait for those tasked with the efficient administration of businesses and their human resources. Organisations are contracting, reengineering their operations in order to remain competitive in the global market, and confronting an onslaught of information. A recent survey found that the most valuable assets that managers possess are their manpower talent, and EI is one of the determining element that defines the efficacy of organisation and employees. The role of emotional intelligence in employees as a factor that contributes to the performance of organisations is starting to receive more attention from both academics and practitioners of management. The relationship between emotional intelligence and organisational effectiveness is the topic of investigation in this particular piece of research. The relationship between the organisation and emotional intelligence is also mediated by organisation behaviour.

Salovey and Mayer (1990)did a study that explored the concept of EI. It was introduced to the public, and ever since EI has been the major focal point of researchers, organisations, and academicians. Daniel Goleman, a prominent researcher, came across his work and decided to focus his research on EI as a result of this discovery. In order to lend assistance to this endeavour, Goleman conducted important research and published the book on emotional intelligence (Goleman, 1995). Since its inception, the idea of EI has gained a lot of traction in business settings, academic institutions, and other crucial areas since it is able to illustrate the positive effects it has. Alternatively, the EI is still in the course of identifying whether or not it assesses cognitive or emotional activity.

EI provides employees with assistance in adjusting their behaviour in regard to their employment and the responsibilities that have been given to them by the requirements. It has been believed that EI is different from conventional intelligence quotient(IQ) and is essential for guessing a variety of conclusions in the actual world (Rosete and Ciarrochi, 2005). According to research conducted, IQ and EI both contribute in their own unique way to the development of a person's

personality(Goleman, 1995). EI is more significant to Goleman than intelligence quotient (IQ). According to him, emotional intelligence is far more essential than IQ. If an individual has a good level IQ, it doesn't imply that he will be effective in all aspects of life, such as being excellent at the workplace, managing relationships, and winning every task. However, if a person has a high EI, they are more likely to have a successful life, to be excellent in all fields and dealings, and to be able to manage their relationships with family, colleagues and friends, among other things. This is because EI is a measure of how well a person can adapt to their environment and deal with the challenges it presents. People who are aware of and are able to regulate both their own feelings and sentiments (known as intrapersonal intelligence) and the feelings and sentiments of others (known as interpersonal intelligence) have an edge in every facet of life.

Goleman et al. (1998)stated that high EI does not guarantee so as they have mastered the essential emotional abilities which are required in the workplace. Instead, managers will need to acquire the skills necessary for emotional competence, which is a talent that can be acquired and is based on EI. Emotional competence is a capability which can be learned that leads to effectiveness at work. On the basis of its five components, one's degree of EI may be used to estimate their potential for acquiring new practical skills. i.e. self-control, social awareness, and management of one's own behaviour There was a substantial connection between the EI skills of a leader and their level of achievement. The leader's efforts to cultivate a sense of collaboration and an environment that is conducive to it are paying off since the primary function of the company is now the relationship of EI strengths.

In books and other academic publications, the term EI is defined in a variety of ways by various scholars and researchers. The phrase has been articulated and coined by a number of academics in accordance with the distinct viewpoints and intellectual approaches that each brings to the table. The research has mostly concentrated on the contributions made by well-known experts in the field of study to define the phrase emotional intelligence(Mayer et al., 2003). Emotional intelligence article authors explain EI as the subgroup of social intelligence that encompasses this capacity. However, it came up with a definition of EI that is more fundamental, and that is the ability to perceive and digest emotion to support thought, as well as the capability to understand and control feelings in order to encourage personal growth. One of the most well-known researchers on the emotional intelligence theory is Reuven Bar-On (Bar-On, 2004), who

also came up with the term "emotional quotient." According to him, environmental intelligence encompasses non-cognitive talents, competencies, and skills that have an effect on an individual's capacity to successfully deal with the demands and constraints imposed by the environment. According to his point of view, EI is concerned with knowing oneself and others, interacting with other people, adjusting to and handling with one's immediate environment, so that one may be more successful at fulfilling environmental demands. According to Bar-On's definition of emotional intelligence, it is not an ability but rather an eclectic collection of attributes such as happiness, self-esteem, optimism, and self-management. This definition was developed by him (Bar-On, 2004).

When a person can assess the degree of EI that exists within their personalities, they are able to accomplish duties more effectively than other people. This is because they work not only with their minds but also with their hearts to fulfil the needs of the job. Daniel Goleman, a well-known researcher and psychologist (Goleman, 1995), provides a more comprehensive explanation of what is meant by the phrase "emotional intelligence". According to him, EI is a kind of intellect that connects to the emotional aspect of living and helps one to grasp the situations that others find themselves in. The capability to identify and regulate one's individual emotions as well as to the emotions of other people, the talent to inspire one-self and restrict desires, and the ability to successfully and efficiently handle interpersonal and intrapersonal relationships.(Goleman et al., 1998).

Human resources department (HRD) in business organisations has served as the primary point of contact for all HR-related problems between employees and management. During the first stage of the HR transformation projects, the primary focus was placed on important HR activities including compensation, benefits, payroll, and performance management (i.e. employee evaluations). During the second phase, firms turned their focus from the customer experience to the employee experience and attempted to strengthen their skills in terms of providing better service to their clients. In the same time period, quantitative performance measurements were put into place in order to evaluate performance and outcomes. During the third phase, efforts were broadened to encompass recruiting and compliance; measurement and reporting were brought back into focus. They require a data warehouse and tools for business intelligence in order to transform the raw data into intelligence that can be put into action and to make the intelligence easier for decision-makers to access. A variety of competencies make up a person's emotional

intelligence. A person's skill to regulate and examine their own emotions, appropriately assess the emotional condition of others, and successfully convince others is aided by these qualities. Goleman described a five-dimensional model.

1. The ability to perceive a sensation as it occurs, the ability to correctly evaluate oneself, and the courage to act on one's own judgement are all components of self-awareness. Emotional intelligence cannot exist without it; it is a necessary component.
2. Self-management, also identified as self-discipline, is the capacity to control unsettling sentiments and instincts (also known as self-control), uphold morals of morality as well as truthfulness (also known as honesty), assume responsibility for one's effectiveness, deal with revolution (also known as adaptability), and be open to new philosophies and methods of doing things (innovation).
3. The emotional disposition that directs or promotes the fulfilment of one's goals is known as motivation. It consists of hunger for accomplishment (reaching a high degree of brilliance), commitment (having one's aims aligned with those of the organisation or companies), initiative (securing chances), and positivity (determination for success in spite of setbacks).
4. The capacity to be aware of the requirements for another person's growth as well as their needs, perspectives, emotions, and concerns is what we mean when we talk about empathy.
5. The ability to inspire and direct individuals and groups (leadership), foster influential connections (building bonds), collaborate for a common goal (teamwork, collaboration), and generate team synergy in pursuit of collaborative goals are all examples of social skills.

Social skills are the capability to generate advantageous reactions externally by applying efficient mediation to convince (impact); heed clearly and send persuasive communications (communication). People often use the same words to characterise leadership in today's world, which includes being brave, fearless, and persistent, along with having a strong sense of purpose. However, employees in today's workforce do not tolerate the autocratic management style that is typically utilised by CEOs who adhere to leadership models from the past. Leaders are essential during periods of significant upheaval and transition because they are the ones that give the organisation with direction and leadership. This type of leader inspires their followers to feel

emotionally committed to the organisation by sharing their vision of what the company may become in the future. Emotional intelligence serves as the cornerstone upon which other leadership traits are built.

1.2 Organisational effectiveness

Today, organisations in India are confronted with more complicated environmental concerns than ever, owing to the Indian government's economic liberalization and globalization. As a result, organisational effectiveness must effectively manage the scope for adjustment and accustomisation to the difficulties of the modern era. On top of it, global business has seen disruption due to the COVID pandemic. COVID pandemic was an eye-opener in making organisations more technical savvy and digitized. As organisations embark on this path with a strategic goal, the need for organisational effectiveness is recognized as critical. However, over five decades of research have failed to establish a clear pattern explaining what constitutes organisational effectiveness. Employees who are emotionally intelligent tend to be happier, committed, high achievers, effective at their workplaces(Goleman, 1995), take lead in and manage constructive emotions to envisage substantial enhancements in organisational working. Also, organisations develop decision making by using emotions as tool and encourage a feeling of excitement, belief, and collaboration among employees across the organisation. The juxtaposition of a crucial need and the lack of a defined framework may need a fresh approach to investigating organisational requirements in unpredictable contexts.

Over the last decade, the notion of EI has gained traction in the organisational domain. As businesses worldwide try to do more with less, capabilities related emotions are linked to the success of employees and organisational effectiveness. But how does EI establish itself in organisations? Corporate communication, marketing, safety, turnover, cross-functional team and project leadership, credibility, impact, and organisational recognition are just a few examples (Caruso and Wolfe, 2004). As a result, value of EI in foreseeing good manpower begun to acquire traction in the field of industrial/organisational psychology (Goleman, 1998). According to some behavioural scientists, EI is not just vital for an individual's performance in an organisational context, still, it becomes even more critical when individuals advance to leadership positions. It might imply that EI is vital to effectiveness in organisations in the twenty-first century. It is also true that the primary difficulties confronting organisations in

today's complicated environment necessitate an organisational strategy that is quite different from the prior recommendations. The obstacles for organisations seeking to become world-class are typically defined as winning "talent wars," controlling "intangibles", handling “change-management”, and appealing larger section. The relationship between EI and organisations in places other than India provides a solid foundation for the clear opinion that EI is a key string of effectiveness of organisations. The kind of EI and its interaction with, as well as influence on, employees in the organisation. As a result, the current study is a little step in that objective, and it is hoped that the outcomes of this study can help organisations, particularly in planning and providing training to personnel for the effectiveness of organisatons.

1.3 Emotional intelligence and organisation effectiveness

An organisation's mission statement is a declaration of purpose that guides the business's overall strategy and decision-making. An emotionally intelligent employee makes it a point to reconcile inconsistencies between the principles it philosophizes and those it upholds in its daily operations. When making decisions for a company, having absolute certainty over the organisation's values, ethos, and mission may lead to decisive self-confidence.

A statement like this provides an emotional role by conveying the common perception of righteousness that facilitates the employees to believe that what it wants to achieve is sensible. This helps the employee feel like it is progressing toward its goals. Mission statements of companies that can thrive in an increasingly competitive environment frequently take from the tenets of emotional intelligence. The phrase "emotional intelligence" indicates to the capacity to recognise one's emotions and the emotions of others, the capability to inspire any, and the capability to efficiently handle emotions both within own and within outside relations.

It represents talents distinct from academic intelligence, which is the pure cognitive capacity assessed by the intelligence quotient, yet complimentary to the academic intelligence quotient (IQ). An organisation is considered effective if it can fulfill the requirements of the stakeholders, clients, and workers, in addition of any requirements imposed by the surrounding environment. The degree to which an organisation can satisfy these demands as effectively as other comparable factors are directly related to its level of competitiveness/effectiveness. The organisation’s level of effectiveness is determined by its strategy, which is a plan for attaining the business's goals, as well as its tactics, which are the techniques and activities utilized to carry out projects. The organisation’s management and employees work toward accomplishing

objectives by implementing an operating strategy, which entails taking an approach that aligns with the overall organisational strategy and taking all along. These behaviours are supplemented by emotional intelligence, which provides particular competencies, also known as the specialized qualities or capabilities that give an organisation an advantage over its competitors.

This competitive advantage of the organisation enables the company in question to differentiate between order qualifiers, which are characteristics that clienteles observe as the least acceptable values to be measured for backing, and order winners, which are linked to an organisation's products or solutions that cause it to be supposed as being better than its rivals. Productivity is usually defined as the outcome of output divided by input. The term "productivity" refers to how an organisation can efficiently use its available resources. Managers and workers are the people in an organisation who is responsible for the management of other resources. To do their jobs effectively, they need to have a healthy dose of emotional intelligence. Organisational effectiveness is evaluated in various ways, not just through the profit of the organisation. At an organisation's level, they understand how those common morals function is equivalent to having emotional self-awareness.

Emotional intelligence is one of the critical factors that modern organisation theory believes to be an indicator of proficiencies that contribute to developing a strategic idea for effectiveness inside an organization. It additionally enables the organisation's employees to joyfully commit to the vision, which in turn energizes the organisation's members to work toward realizing the goal. The goal of using models to maximize competitiveness is to maximize productivity. In the modern engineering scenario, organisational effectiveness is a matter of interest and also the emotional intelligence of employees working in the engineering product companies.

1.4 Engineering product companies

To remain competitive, organisations require products (hardware or software) that integrate and interoperate with the heterogeneous systems, devices, and assets in their ecosystem. This emphasizes the requirement for world-class engineering product companies to include cutting-edge technologies. In recent years, global industrial clients have utilised premium engineering products to give their existing and new facilities a digital makeover. Product engineering companies are extended engineering companies and a provider of industrial/ business solutions for clients, working closely with them from concept to release of the engineering solutions.

Behind the scenes, they work diligently and smartly to assist their clients in adopting engineering solutions. Product design is a strategic activity that affects the manufacturing, flexibility, maintenance, speed of sales tactics, and field repair in the context of product design engineering services. The direct cost of manufacturing, the finished product is affected by the decisions taken during the design stage. In the latter stages of a product's life cycle, modifications to the product's design will affect the total production cost. Because of the many factors explained earlier, emotional intelligence in employees is crucial for managing organisational behaviour for such engineering product companies where the challenges and pressure are huge, unique and dynamic. Employees with high EI might potentially influence the dynamics of the workplace by changing employee views by providing the critical behavioural and attitudinal components of emotional intelligence that are required to sustain performance. Among other major benefits, this strategy could be quite effective in increasing manpower commitment and increasing initiative for new technology or innovations. This study would be among the one of the first to broaden the concept of EI dimensions and organisational performance in a hitherto uncharted area and location of Engineering product companies. The practical uses of EI aspects for businesses in the context of engineering products and its HR practices like personnel selection, performance management, and human capital development, as well as implications in constrained environments like customer service and external relations management, the discovery of different emotional intelligence skills could change how businesses find, train, and keep high potential employees. It could also lead businesses to create training programs to help employees improve their EI skills.

2. Literature review

The literature review was done on emotional intelligence and organisational effectiveness in the context of engineering product companies. The literature gave evidence of a broad examination of the concepts and further it narrowed down to establish a gap between these two theories. Most of the literature review has been done in the broad subject area of EI and also organisational effectiveness of the allied industries to engineering product companies.

Drigas and Papoutsi (2018)explored emotional intelligence in their research. In the recent few decades, EI has emerged as a topic that is both significant and controversial. In the most recent decades, there has been a resurgence of interest in the concept of emotional intelligence, which has led to a substantial amount of discussion and study among various experts. Expert research is centered on this topic because of its importance and connections with various habitations. Emotion, cognition, learning, problem-solving, and decision-making are all guided by EI, which acts as the compass. It outlines a method for developing EI based on emotional and cognitive processes. Consequently, researchers recommend a nine-tiered pyramid of EI and the consistent expansion of EI all the way up to its pinnacle. On the other hand, the researcher also sought to give EI the weight it deserves in our meetings.

A study was done on the inherent procedure where EI affects employees' pioneering job performance by assessing the intervening task performed by implied learning input in organizations (Malik, 2021). Effects were explored on the innovative work behaviour of the employees resulting from the impact of EI. Data sizing 171 respondents was collected from the geographical location of India targeting five hi-tech knowledge concentrating companies. The findings showed that EI has direct positive effect on implicit knowledge contribution and pioneering job performance of personnel. Likewise, implied knowledge contribution surely affected pioneering job performance. Findings further revealed the partial facilitation of knowledge sharing resulting in the relationship of pioneering job performance and EL. Organisations should take note of such studies and focus on developing emotional capabilities of its personnel so that it enhances the EI level across personnel resulting in pioneering job performance.

Sanja and Ishfaq (2020) stated in their research project about the extent EI adds to efficiency of management as well as organisations. The attributes that contribute to EI, are its existence in the personalities of managers, its relevance during the recruiting process, and its influence on the

company's success. The researcher looked at Salovey and Mayer's explanation of the EI concepts and Daniel Goleman's additional contribution in this field. A review of the prior research literature that supports the current study question, including the Social-EI in Bar-On model, has been conducted. In addition, several rebuttals have been provided by researching previously collected data. The research project consisted of questionnaires had been carried out on The Shortcut, which is a talent accelerator organisation in Finland that operates without making a profit. The study was broken up into two parts: first, a survey was given to the managers and team leads of the organisation to determine the significance of EI in their management, its value in their recruitment, and the degree to which they believe EI influences the performance of their employees and the success of the organisation. The viewpoints of both regular workers and interns at the shortcut on the role that EI plays in their workplace, the management, and the productivity levels achieved due to its presence. This information was obtained through a separate poll. The findings revealed that EQ has a crucial role in achieving corporate goals. Another survey-based study was conducted among the general population of Finland to evaluate the job applicants' and employees' perspectives on the recruiting criteria in Finland and the significance of EI. The study was conducted to assess views of general residents of Finland. The findings and demonstrations presented in the thesis suggested that EI has a substantial impact on the performance of management and organisations.

Traditional management has previously minimized the importance of emotions in the workplace. Recent research has shown that they play a significant role in the modern workplace (Chris and Umemezia, 2020). To be effective and thrive in the fast-paced business environment of today, both leaders and employees need to have the ability to recognize emotions in the workplace, recognize cues from those emotions, manage those emotions, and solve problems involving those emotions. Today's workplaces are more dynamic, complicated, and cut-throat competitive than those of the past. Companies are constantly seeking new strategies to strengthen their market position and remain competitive. As a result, organisational citizenship behaviour, also known as OCB, is a crucial component of what gives organisations a competitive edge and enables them to fulfil their goals effectively. That article made a feeble attempt to provide a theoretical overview of empirical investigations that relate EI with organisational citizenship behaviour. It is a difficult task to do OCB. Based on the findings of our investigation, it is crystal obvious that a substantial positive association exists among EI and the civic behaviours of organisations. The

inference is that in a typical organisation, those who are emotionally intelligent will demonstrate more citizenship behaviour than others who are not emotionally intelligent. Because emotionally intelligent people are more in tune with their feelings. It is especially significant in the modern-day corporate environment with all of its constant change. Organisations are now going above and beyond the norms; organisations are expanding beyond simply technology and other hardware; instead, they are delving into the human spirit to increase their ingenuity and competitiveness. Given the acknowledged significance of emotional intelligence in today's highly complex business environment, leaders and managers must take measures to ensure that their employees either already possess it or are able to acquire it. It may be accomplished in various ways, such as hiring candidates with high emotional intelligence, providing training for emotional intelligence, etc.

Boyatzis et al. (2012) concluded that to determine whether or not an intervention designed to increase self-efficacy for leadership results in greater leadership self-efficacy and a higher level of organisational leadership. It explained the relationship between emotional intelligence and transformational leadership styles of managers in commercial banks. The diminishing effect of trust in EI grades and transformational leadership qualities of superiors on the correlation among the two concepts. Additionally, it examined the impact of trust in EI grades and transformational leadership (TL) styles of managers on the relationship between the two constructs. Several different indices of emotional intelligence were shown to have a significant and positively correlated relationship with transformational leadership styles displayed by managers. Nevertheless, little research has been done to examine why self-assured leaders are more aware of their leadership qualities than others. Because having good social skills requires effectively seeing and understanding the clues that are present in one's social and emotional environment. It appears plausible that socially talented leaders would be more attentive to their followers' perspectives and, as a result, would have a greater self-awareness of their capabilities as leaders compared to socially inept leaders. According to the hypothesis, a higher EI is associated with a bigger TL. EI may make a person more open to change by facilitating receptivity to change in expressive and controlled writing situations. The belief that an individual can effectively demonstrate a set of behaviours to achieve a beneficial outcome, such as improved mental health, is an example of self-efficacy. TL can engage people and inspire them by teaching them more

about the value of their work and the goals the company strives to achieve, as well as by appealing to their desires deep inside them.

A study was done in the energy sector with an emphasis on the effect of emotional intelligence on CEO to elaborate on the correlation among attributes of R&D investment and environmental performance. Further, emphasis was done on the explanation of new energy technologies diversification for the problems faced by the environment.(Ezzi et al., 2022). The findings confirmed the clear impact of CEOs' emotional intelligence on the collaboration among recycling, energy and R&D. The conclusions show challenges and opportunities for Tunisia's energy industry to improve R&D financing that will allow the economy to utilize further environment-friendly methods and skills that will be decreasing greenhouse gasses. This study was achieved as a result of the accomplishment of a questionnaire-type analysis designed around the table-based analysis. Oil and gas industry CEOs filled the questionnaires. The first tool reflects the level of emotional intelligence. The second tool indicates elements of environmental accomplishment. Questionnaires were sent to 158 companies, out of which, 112 responded to the questionnaire and 108 responses were found to be valid for further analysis. This study represented first-of-kind research in the field of Tunisia's oil and gas industry.

The research paper examined emotional intelligence and change management from the intervening function of employee engagement. It aimed on leadership position manpower in Zambia Republic's water utility company in the province of Copperbelt(Kaira, 2022).The research was aimed on five main attributes (i) relation between EI and employee engagement; (ii) relation between change management and employee management; (iii) relation between EI and change management; (iv) the intervening role of employee engagement in the relation between EI and Change Management; (v) relevance of this study in the water utility company. Data was collected from 31 respondents with variables of the above five attributes by means of a questionnaire and was analysed by quantitative and qualitative methodology. The conclusions have thrown light on the partial intervention of employee engagement in the relation between EI and change management. Also, the conclusion has shown significant relation between EI, change management and employee engagement.

Desai and Srivastava (2017) emphasised that the application of EI by managers can be beneficial to the functioning of the firm. Leadership or management must be aware of the EI and employee requirements. The research aimed to establish whether or not emotional intelligence and

leadership style may be utilized to make accurate projections about the success of a business. Quantitative approaches were taken for this investigation. An online survey was administered to collect primary data from various branch managers (222 numbers) employed by a large banking and financial sector business. Study findings suggest that passive and defensive leadership styles have a detrimental impact on the success of an organisation. Still, traits such as emotional intelligence help offset the link between leadership style and performance. The study was performed through a survey, and the findings demonstrated that emotional intelligence has a significant positive connection to management education and the profitability of organisations.

Farrar (2009) stated that leaders are an indispensable component in the corporate sector. While influential leaders may offer several benefits to a business, ineffective leaders can be destructive. Recently, the concept that emotional intelligence contributes to a leader's effectiveness or ineffectiveness has been advanced. This research aimed to consolidate the literature assessing the potential relationship between emotional intelligence and leadership effectiveness. This association was analysed via meta-analytic approaches. The findings demonstrated a strong correlation between emotional intelligence and leadership performance. In addition, although the kind of emotional intelligence test employed moderated this link, a second and third meta-analysis corroborated the favourable association among emotional intelligence and leadership effectiveness.

A select few businesses throughout the past several years have been subjected to dramatic shifts in globalization and competition. Therefore, firms in this position must go out and recruit a fresh crop of skilled executives to adapt to changing circumstances and keep up with the competition(Das and Malik, 2019). HRD is an initiative that tries to organize and enhance the tools individuals and organisations may use to win fairly. This initiative is essential in growing and upgrading the officers' capabilities. EI is among the most critical factors that serve as employee performance metrics. The foundation upon which one's efficiency, efficiency bonuses, remuneration, promotions, and employee retirements are built. Emotional intelligence is a trait that is highly valued across the firm, from the hiring process to the exit interview. As a result, effective emotional regulation is one of the most critical factors contributing to the overall productivity of employees. Emotional intelligence impacts not only a person's career but also their place of employment. People's overall performance may improve emotionally intelligent work because it fosters healthy connections, effective group dynamics, and favourable social

settings. The influence of a person's emotional intelligence on their success level is investigated from a theoretical standpoint in this study.

Selvi and Aiswarya, (2022) studied in Chennai about the automobile sector employees and the correlation between work engagement and EI. They concluded that education qualification and income level have a significant influence on work engagement across the work dynamics irrespective of gender, position or work experience though it partially influenced the work engagement. The researcher also studied different demographic factors of the team members who can engage vigorously, meaningfully and with a commitment to their work through the capability of their EI. The data was collected on random sampling basis from 184 employees. Respondents were given a google form questionnaire with questions on demography, Utrecht work engagement scale (UWES) and emotional intelligence scale (EIS).

Saxena et al., (2022)did the study in the field of Industry 4.0 in which the primary game changers are emerging to be EI and Artificial Intelligence (AI). In the study, the researcher has focused on human intelligence to be emotional intelligence and machine intelligence to be artificial intelligence. Organisations should always focus on growth through technology but also by developing manpower resources who as a combination power the organisation for the desired growth. In the concept of DisRUPT in regards to business situation, the researcher has tried to study their impact on the performance of the personnel.

The leaders create the organisation's direction. They communicate to the members of the organisation the organisation's goals, values, and beliefs. A competent leader's duty switches to execution after individuals have gained awareness of the destination to which they are travelling(Vinod and Sudhakar, 2011). In a typical business setting, management is responsible for their actions, and employees at all levels are taught to demonstrate accountability to the managers. The mission of the servant leader is to advance the progress of those around them by coaching and advising them to achieve their full potential. It was made clear that leaders are responsible for ensuring that their employees are listened to, praised and supported, and brought back on track if they stray from their goals. As a result, the author intends to investigate, from a theoretical standpoint, how servant leadership came to be and how it came to be important in various enterprises located worldwide.

Kukah et al. (2022)explained about the unexplored benefits of EI in the domain of the construction industry. Research document focused on the benefits and importance of EI in the

field of construction industry. Researchers studied publications selected from relevant 48 publications. Scientometric analysis was undertaken with the aid of VOSViewer. The researcher found that UK, Australia and USA are the topmost countries where research are being conducted to find out importance of EI in construction industry. The major effect on leadership about EI in the construction industry was that EI enhanced transformational leadership approach and EI inspired the usage of the managing-by-exclusion working approach by construction leaders. Emotional intelligence also manages to strength against anxiety and EI improves anxiety tolerance were the significant roles of EI on stress management. As a ground breaking analysis that blends scientometrics and systematic review for EI research, this study enhanced understanding on EI in the construction industry.

When the titles of the leader and the assistants/team members were regulated, the outcomes suggest a significant correlation between affective commitment and trait-based emotional intelligence. However, no considerable outcomes were observed between EI and standardising and prolongated commitments. The outcome puts doubt on some of the basic theories about EI and recommends that the relationship between emotional intelligence and organisational commitment is complex (Bhalerao and Kumar, 2016).The extent of the study was to investigate the commitment level of the team members arising from the impact of leadership's emotional intelligence attributes. About 115 employees making 89 pairs participated in the study from IT and manufacturing domain.

Nabih et al. (2016)evaluated the correlation among efficacy of leadership and emotional intelligence. Since findings will be applied to the context of underdeveloped countries, conducting the research in developing nations will increase understanding of the level to which these interpreters will add to the academic propositions. This is because the findings will be applied to the context of developing nations. In addition, it will significantly contribute to the practical implications of using these predictors in a variety of companies to improve the efficacy and performance of such organisations. The field research was carried out with the help of a questionnaire that is self-administered and an approach that is not based on probability on a sample of 141 FMCG employees in Egypt who are fully employed. The findings have important implications for companies that want to build their leaders' emotional intelligence in a successful and efficient way. If organisations put these ideas into practice, the organisation will have several new leadership development tactics and enhancements. In conclusion, the objective of the

research was to expand knowledge in both the academic and practical realms. Emotional intelligence is one of the components taken into consideration in this research, which offers theoretical insights into studies on the circumstances that are likely to affect and enhance the effectiveness of the leadership.

McDermott et al. (2011) assisted those interested in becoming leaders or who are already in the process of improving their leadership skills, the article aimed to integrate the personal experiences of senior managers with the theory of leadership development. It was chosen to conduct the research using a qualitative methodology. Eleven discussions were organised with prominent leaders in the public sector, the volunteer (non-profit) sector, and the commercial sector in Ireland to acquire empirical data. The literature on leadership was analyzed, and the results revealed development-oriented themes. Insights were also provided on the developmental impacts, fundamental events (vision and mobilization), and contextual factors (sectoral and social) that determine how leaders should behave. Although the study only looked at a small number of participants, it does provide the groundwork for further research and draws attention to how leaders develop as individuals. In particular, the significance of formative experiences for leaders, the challenges they face in striking a healthy work-life balance, the requirement for highly developed emotional management skills, the capacity to collaborate with groups of people, and the flexibility to adjust to changing circumstances are emphasized. The outcomes of this research implied that further study should investigate how the environment influences the application of various leadership styles. The research examines how individuals from multiple backgrounds interpret fundamental issues related to developing leadership skills. This is beneficial not just for people who already hold leadership positions but also for those who aspire to have such positions and seek to improve their capacity to lead. This study examines the formation of leaders from the perspective of individuals on an organisation's front lines. Consequently, it takes a reflective approach and investigates how various leaders mature and develop. In this research, instead of concentrating just on the transactional and relational facets of leadership behaviours, the authors examine how experiences and the surrounding environment impact leadership.

Meisler (2014)intended to investigate the connections that may be made among emotional intelligence (EI) on one side and political competence on the other, as well as work satisfaction. Additionally, the hypothesis that political ability is a relationship between EI and work happiness

was investigated. To analyze the data that was collected from 368 different workers, structured equation modelling was employed. EI was connected to having success in politics and experiencing joy in one's profession. The outcome also indicated that the connection between EI and job satisfaction is mediated by political ability on the worker's part. Implications and restrictions of the research are as follows: The study demonstrates how vital EI and political abilities are in the professional world. Employees' emotional intelligence may be improved via EI training, which organisations and managers of human resources can provide. There has not been nearly enough study done on how EI and organisational politics interact with one another. This study concluded that political ability is a go-between when comparing EI and work satisfaction. This study provides a more comprehensive understanding of the political function ability plays in the workplace. Most of the previous research has overlooked the likelihood that political skill may operate as a facilitator or affect approaches and behaviours in the workplace.

Hains and Wagner (2018) researched a subject where leadership and professional skills were mentioned as the most fitting capabilities of engineering graduates by their employers. It is generally observed that these fitting capabilities are not taught to the engineers in their schools, but they acquire these skills while working in their professional life. Keeping this gap in mind, author developed a training tool, leadership for engineers. Also, author developed tool named ScrimmageSim which was highly interactive and engaging business simulation which creates an simulated learning situation for the students who are hypothetically positioned in leadership position and they are assigned to define basis business strategies, execute the strategies and simulate corresponding success, failures and missed opportunities accordingly.

Chin, (2021) explained that Industry 5.0 provides huge benefits and also gives an advantage to the personnel for the job search in the more personal choice domain. The evolution of Industry 5.0 which has given more power to the industrial segment for meeting larger social goals which are beyond job creation or progress but has become a robust factor in prosperity through industrialization keeping in mind the environment as well as well-being of the personnel engaged in industrial segment. The objective was to assess the impact of behaviourial factors to improve personnel preparedness for Industry 5.0. The objective of this research was to assess the impact of EI on skilling up the personnel for the preparedness of Industry 5.0.Data was collected from 110 different executives from the industrial segment. The analysis of the data showed that EI plays a significance role in the impact on personnel for better performance. Performance in

industrial segment are highly influenced by the emotions, expressions/gestures and identification of the feelings.

Another study which assessed the role of emotional intelligence, transformational leadership and competencies of the project managers on the success of the project.(Afzal et al., 2018). The assessment findings concluded that the project manager's major traits have an effect on the project success certainly. The research proposed the recruitment across projects for directors, leaders or managers in the IT sector who have capabilities like good communication, team-work, alertness and conflict management in addition to proficiency in managerial skills. Also, training must be conducted for the employees and step up their capabilities along with emotional intelligence and transformational leadership through proper programs, training and workshops. There search supported the argument that the transformational leadership style has a positive impact on the success of the project. Transformational leadership style was ranked as important aspects by the managers in the success of the project. The research also helped in distinct learning conclusions for improving employee effectiveness in the organisations.

Abdullah et al. (2021)has concluded in their study of small &medium Enterprise that for having competitive strategies and sustainability in global environment, innovation is the key. However, it is not encouraging about the degree of innovative work behaviour happening among the SME in Malaysia. Researchers have asserted that one of the anecdotes of innovative work behavior is emotional intelligence. The study was done in food &beverages (F&B) segment of SME employees with a focus on the relation between EI and various attributes of innovative work behaviour. The research data was collected from 400 respondents in the area of various cities in Malaysia and used quantitative research methodology. The descriptive analysis established that the degree of innovative work behaviour (IWB) is modest aligning to earlier research. EQ clarified 25.7% disparity in IWB self-management have got the deepest impact. This study emphasized that EQ should be considered during recruitment testing process.

Research gap:

In the last century of the industrial revolution especially in last two years COVID pandemic era, Industries have come to a cusp of a paradigm shift in their processes, technology, manpower, machine, and industrial/ human behaviour. A lot of research has been done in the behavioural aspects of manufacturing, IT, banking, education, construction, etc but a new breed of employees and management are coming up in the research arena who are having technical backgrounds but are thrust into the field of management or effectiveness of their respective companies, such a field of companies dealing in engineering products requires dynamic employees who have to tackle technical issues as well as behavioural issues of the organisation keeping in mind its organisational effectiveness.

Through literature, it was found that employees are affected by emotional intelligence; if individuals/leaders perform well as per the desires of their organization, their satisfaction will improve and hence, their perspectives will change. Regardless of the fame of emotional intelligence in the last two decades as a concept which can be used to determine and for recognizing successful organisations, there are gaps which have been found which require additional research towards organisational effectiveness.

The situation lacking EI behaviour in work experiences, which in turn affects the effectiveness of the organisation. Hence, it also found that some individual employees/ managers/ leaders did not match the company management’s support. Also, high-performing employees are always noteworthy for the companies to improve their business perspectives, and earlier management can’t reach the benefit of growth in that way. Now through emotional intelligence, they can reach out to the best employees, which improves organizational effectiveness. EI only permits a limited amount of organisational communication; it results in management unhappiness; therefore, employees' performance is badly impacted. There is lacking in organisational EI effectiveness for the employees. Also, the lacking found in opinion of company development or enhancement based on experiences affects the organisational success of employees' emotional intelligence.

Further, the studies conducted on organisation development or enhancement based on experiences affect the organizational success of employees' emotional intelligence. The proposed research aims at emotional intelligence's role on the organisational effectiveness in companies which deal with engineering products.

Lastly, no major study has been conducted in the field of engineering product companies on assessing the effect of lacking emotional intelligence behaviour in job experiences, which affects company's management or performance or effectiveness. The proposed research is aimed at bridging this gap in the field of emotional intelligence and organisational effectiveness.

3. Objectives of the study

After the brief study on the broad subject of emotional intelligence impact on organisational effectiveness, the following research objectives were formulated for detailed research:

a) To evaluate emotional intelligence of employees working across various positions in engineering product companies.
b) To analyze leadership and decision making ability of employees working in engineering product companies.
c) To recommend a model of organization effectiveness for engineering product companies based on emotional intelligence, leadership and decision making.

4. Research methodology

The study is analytical and statistical research in nature. Descriptive research aims to find or revise facts, hypotheses, and applications, among other things. The methodology is the set of approaches used to achieve a specific objective. Consequently, research technique is the means through which research will be performed. This study's suggested research design demonstrates the framework for collecting, processing, and analyzing data to achieve the research objectives.

4.1 Research design

This research uses the descriptive research design. The research will follow the theory of emotional intelligence and organisational effectiveness, also will explore how they are interrelated; therefore, Fig no.1 explores the conceptual framework:

Fig.1- The conceptual framework for EI and OB[Source- Self]

Research survey samples will be drawn through a stratified sampling method by directly connecting with the employees working in engineering product companies. Research work intends a total number of respondents to be 350-400 participants working in various positions in engineering product companies of India. Data will be collected through a questionnaire, interviews and focus group discussions. The respondents will be contacted through emails, text messages, google drive links, Microsoft team links, etc. Questionnaires will be sent electronically for collecting the required data. However, depending on the situation, the tools like interviews, video-conferencing and casual focused group discussions would be conducted.

This conceptual research framework follows a number of phases of the research as explored below diagram:

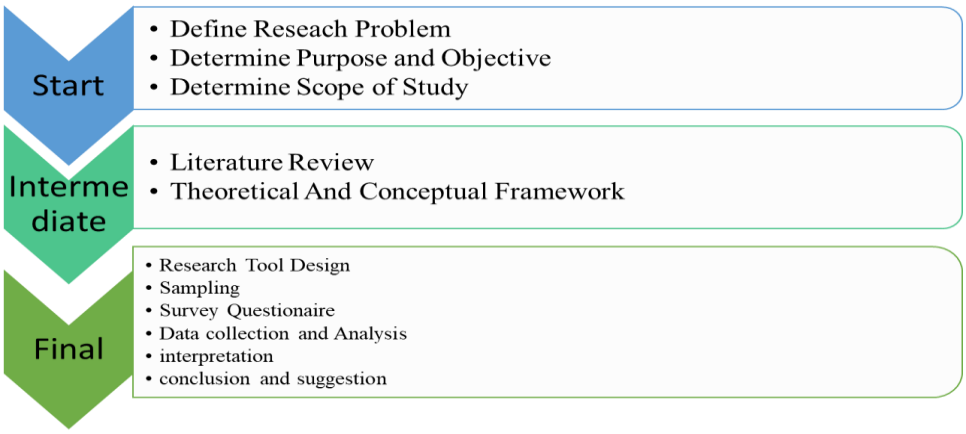

Fig.2 Research framework [Source- Self]

4.2 Statement of the problem

Emotional intelligence performs an essential part in organizational effectiveness. It has several benefits like better teamwork, better workplace environment, easier adjustment, great self-awareness, relationship building, etc. Without this attribute in employees, the organisation has to face many problems. Hence, the current research explores EI and organisational effectiveness in engineering product companies. Along with this, this research will analyze the EI of Employees on one side and the effectiveness of organisation on the other. Both the levels of subjects have different areas of significance, and therefore there might be some effect on their respective sides. Thus, research has been taken up entitled as "A study of emotional intelligence and organisational effectiveness in engineering product companies".

4.3 Need of study:

i. The findings of this study will assist in revealing the key relations between EI in employees and its effectiveness within the organisation.
ii. The research will bring out the increased knowledge of emotional intelligence for the benefit of the organisational effectiveness of the engineering product companies.

4.4 Scope of the study

The study will contribute to knowing status of emotional intelligence of employees in its effectiveness in organisational success. Research results will help the employee's development and improve their EI in an organisational setup. So, the research will survey the employees who work with engineering products. The location of the study will be across the geographical limits of India.

4.5 Hypothesis

On the basis of the research objectives, the following hypotheses were derived with a focus on organisations dealing with engineering products:

H1: Self-management of employees enhance organisational effectiveness.

H2:There is a correlation between emotional intelligence and organisational effectiveness.

Variables:

This research will work on the variables, and it has been divided into dependent and independent variables to assess the relationships of emotional intelligence of employees with organisational effectiveness:

Independent Variables:	Dependent Variable
a) Emotional Intelligence b) Leadership c) Decision Making	a) Organisational Effectiveness

Table no. 1 [Source-self]

5. Data collection/ Sources of data:

5.1 Primary data: This form of data is proposed to be collected directly by the researcher from the respondents using the tools like questionnaires and interview schedules.

Questionnaire: The questionnaire shall be administered directly to the respondents. The questionnaire would be given to the employees from the organisation which are dealing in engineering products. This method would enable the researcher to obtain more reliable data and views rather than biased views and data provided by one particular group of people.

5.2 Secondary data

1) Literature from textbooks.
2) Literature published as articles in magazines and newspapers.
3) Literature published as articles in subject related journals about emotional intelligence, leadership effectiveness and engineering product companies/ industry.
4) Literature from websites research design.

The data will be collected from employees across India as we will have more people who are literate and aware of the keyword “emotional intelligence” and “organisational effectiveness”. The sample size will be collected from within a finite type of universe. The collected data will be cleaned, harmonized and will be analysed using various statistical tools.

5.3 Sampling method: This research will be conducted by using stratified random sampling as survey needs to be conducted with the people who are working in organisations especially dealing with engineering products. The population selected for sampling will be the employees who will undergo the survey to assess their emotional intelligence. Hence, stratified random sampling will be adopted for the survey. This method of sampling offers the prospect in terms of specific respondents depending on the study topic.

Sample size: It is intended to have a sample size of 350-400 people who will be surveyed, subject to change depending on the cooperation and availability of the respondents. Also, it is restricted to engineering product companies in India as we will need more qualified and educated people to understand the concept of EI and organisational effectiveness.

5.4 Research area: The research region has been limited to the companies dealing with engineering products and data will be collected from the geographical area of India. However, to be considered for inclusion in the study, three criteria had to be satisfied: (1) The respondent shall be from the organisation dealing with engineering products; (2) each respondent shall

undergo a survey to assess their emotional intelligence level and (3) each respondent should be aware of concept of emotional intelligence or organisational effectiveness.

Measurement of emotional intelligence scaling rate will be done on a 5-point Likert-type scale.

5.5 Statistical analysis

The data will be analyzed and interpreted using a statistical technique such as SPSS, ANOVA, Chi-Square, T-test, correlation, regression for all variables. The hypothesis will be tested, and the results will be analyzed after statistical findings. The inference of the study will also be drawn and presented. Hence, this section will explore the analysis and interpretation of the data, keeping in mind the objectives and hypothesis of the study; the data will be analyzed and interpreted using the statistical technique mentioned above for all selected variables.

Work plan/ chapterisation

Chapter 1- Introduction: The chapter will mention about the overall overview of the thesis, including the background of the goal and framework of the thesis. It will also reflect the main goal of the research.

Chapter 2 – Literature review: The chapter will provide a broad topic review from other research documents. Also, the relevant literature which is applicable to support the research undertaken.

Chapter 3 – Research methodology: The chapter will explain the complete methodology which will be adopted for the topic study, data collection, analysis tools and the process of reaching the findings.

Chapter 4 – Data analysis and interpretation: The chapter will throw light on the data, its analysis and also a discussion on the findings to come to a conclusion.

Chapter 5- Findings, conclusion and future recommendation: The chapter will include the findings of the literature reviews, data collection and analysis. The chapter will also talk about the future scope of study in the form of recommendations. Final findings and recommendations based on the findings will be the main body of this chapter.

6. Significance of the study:

According to estimated outcomes of past research, EI contributes to more engaged, devoted employees and helps the business progress toward effective high-performance organisations. When EI is used to its full potential, enormous benefits can be obtained. The primary objective of the study design is to perform a deep investigation into the simulation of EI towards determining the influence of this concept on organisations and its effectiveness in engineering product companies. To achieve this goal, research will be conducting a comprehensive study of the existing literature on the subject, which includes the following:

1. An analysis of the current models of EI in engineering based companies.
2. Evolution of companies dealing in engineering products and developing organisational effectiveness in managing those challenges.
3. Various strategies by which EI may be measured and training programs could be organized to enhance organisational effectiveness.

In addition, the findings of this research will provide criteria for categorising different degrees of organisational effectiveness based on the performance of employees. Understanding the EI field potential and attracting people’s interest who are not currently working in this field might both be helped by the study that is now being done, which has the potential to be helpful. The findings of this study may be useful to many organisations which are allied to engineering products and engineering solutions. A new discipline of emotional intelligence and organisational effectiveness will also be investigated based on the results. The study's findings may provide factors that may be used when selecting potential candidates in engineering product companies. Consequently, the current research is an effort to make up for the lack of information that is now accessible in the study.

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